



# **NONCOMMISSIONED OFFICER EVALUATION REPORTING SYSTEM**



# AGENDA

- General Information
- Parts I-IV
  - ✓ Overview of Parts
  - ✓ Administrative Issues
- Part IV
- Part V
- Final Comments
- Enclosed: Sample Bullet Comments

# GENERAL COMMENTS



# BASICS

- **DA Form 2166-8**
  - ✓ NCO Evaluation Report
- **DA Form 2166-8-1**
  - ✓ NCO Counseling Checklist/Record
- **AR 623-205**
  - ✓ Noncommissioned Officer Evaluation Reporting System
- **DA PAM 623-205**
  - ✓ Noncommissioned Officer Evaluation Reporting "In Brief"
- **PERSCOM ONLINE**
  - ✓ Career Map (MOS Series Specific)

**PARTS I-V**



# PART I: ADMINISTRATIVE DATA

<b>NCO EVALUATION REPORT</b> For use of this form, see AR 623-205; the proponent agency is CDCSPER.						SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.			
<b>PART I - ADMINISTRATIVE DATA</b>									
a. NAME (Last, First, Middle Initial)				b. SSN		c. RANK		d. DATE OF RANK	e. PWDSC
f. UNIT, CRG, STATION, ZIP CODE OR APO, MAJOR COMMAND						g. REASON FOR SUBMISSION			
h. PERIOD COVERED		i. RATED MONTHS	j. NON RATED CODES	k. NO. OF ENCL.	l. RATED NCO COPY (Check one and Date)		m. PSC Initials	n. CVD CODE	o. PSB CODE
FROM	THRU				1. Given to NCO	Date			
YYYY MM	YYYY MM				2 Forwarded to NCO				



# PART II: AUTHENTICATION

## PART II - AUTHENTICATION

a. NAME OF RATER (*Last, First, Middle Initial*)

SSN

SIGNATURE

RANK, PMOS/BRANCH, ORGANIZATION, DUTY ASSIGNMENT

DATE

b. NAME OF SENIOR RATER (*Last, First, Middle Initial*)

SSN

SIGNATURE

RANK, PMOS/BRANCH, ORGANIZATION, DUTY ASSIGNMENT

DATE

c. RATER/NOI understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the APFT and height/weight/tapes in Part IV are correct. I have seen the report completed through Part V, except Parts II(d) and II(e). I am aware of the appeals process of AR 623-2.05.

SIGNATURE

DATE

d. NAME OF REVIEWER (*Last, First, Middle Initial*)

SSN

SIGNATURE

RANK, PMOS/BRANCH, ORGANIZATION, DUTY ASSIGNMENT

DATE

e. ☐ CONCUR WITH RATER AND SENIOR RATER EVALUATIONS

☐ NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (*See attached comments*)



# PART III: DUTY DESCRIPTION

## PART III - DUTY DESCRIPTION *(Rate)*

a. PRINCIPAL DUTY TITLE

b. DUTY MOSC

c. DAILY DUTIES AND SCOPE *(To include, as appropriate, people, equipment, facilities and dollars)*

d. AREAS OF SPECIAL EMPHASIS

e. APPOINTED DUTIES

f. COUNSELING DATES

INITIAL

LATER

LATER

LATER





# PART IV

## PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS *(Rater)*

a. ARMY VALUES. Check either "YES" or "NO". <i>Comments are mandatory for "No" entries; optional for "Yes" entries.</i>		YES	NO
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="font-size: 4em; margin-bottom: 20px;">V A L U E S</div> <div style="text-align: center;">             Loyalty Duty Respect Selfless-Service  Honor Integrity Personal Courage           </div> </div>	1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other soldiers.		
	2. DUTY: Fulfills their obligations.		
	3. RESPECT/EQIBEO: Treats people as they should be treated.		
	4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.		
	5. HONOR: Lives up to all the Army values.		
	6. INTEGRITY: Does what is right - legally and morally.		
	7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).		
Bullet comments			

DA FORM 2166-8, OCT 2001

REPLACES DA FORM 2166-7, SEP 87, WHICH IS OBSOLETE

USAPAV1.01



# PART IV

RATED NCO'S NAME (Last, First, Middle Initial) +		SSN	THRU DATE +
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b>			
b. COMPETENCE o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence <b>EXCELLENCE</b> <i>(Exceeds std)</i> <input type="checkbox"/>		Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.	
c. PHYSICAL FITNESS & MILITARY BEARING o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier <b>EXCELLENCE</b> <i>(Exceeds std)</i> <input type="checkbox"/>		APFT	HEIGHT/WEIGHT
<b>SUCCESS</b> <i>(Meets std)</i> <input type="checkbox"/>			
<b>NEEDS IMPROVEMENT</b> <i>(Some)</i> <input type="checkbox"/>			
<b>NEEDS IMPROVEMENT</b> <i>(Much)</i> <input type="checkbox"/>			



# PART IV

<p><b>d. LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>o Mission first</li> <li>o Genuine concern for soldiers</li> <li>o Instilling the spirit to achieve and win</li> <li>o Setting the example; Be, Know, Do</li> </ul> <table border="0"> <tr> <td><b>EXCELLENCE</b> <i>(Exceeds std)</i></td> <td><b>SUCCESS</b> <i>(Meets std)</i></td> <td colspan="2"><b>NEEDS IMPROVEMENT</b> <i>(Some) (Much)</i></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<b>EXCELLENCE</b> <i>(Exceeds std)</i>	<b>SUCCESS</b> <i>(Meets std)</i>	<b>NEEDS IMPROVEMENT</b> <i>(Some) (Much)</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>EXCELLENCE</b> <i>(Exceeds std)</i>	<b>SUCCESS</b> <i>(Meets std)</i>	<b>NEEDS IMPROVEMENT</b> <i>(Some) (Much)</i>							
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
<p><b>e. TRAINING</b></p> <ul style="list-style-type: none"> <li>o Individual and team</li> <li>o Mission focused; performance oriented</li> <li>o Teaching soldiers how; common tasks, duty-related skills</li> <li>o Sharing knowledge and experience to fight, survive and win</li> </ul> <table border="0"> <tr> <td><b>EXCELLENCE</b> <i>(Exceeds std)</i></td> <td><b>SUCCESS</b> <i>(Meets std)</i></td> <td colspan="2"><b>NEEDS IMPROVEMENT</b> <i>(Some) (Much)</i></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<b>EXCELLENCE</b> <i>(Exceeds std)</i>	<b>SUCCESS</b> <i>(Meets std)</i>	<b>NEEDS IMPROVEMENT</b> <i>(Some) (Much)</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>EXCELLENCE</b> <i>(Exceeds std)</i>	<b>SUCCESS</b> <i>(Meets std)</i>	<b>NEEDS IMPROVEMENT</b> <i>(Some) (Much)</i>							
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
<p><b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b></p> <ul style="list-style-type: none"> <li>o Care and maintenance of equipment/facilities</li> <li>o Soldier and equipment safety</li> <li>o Conservation of supplies and funds</li> <li>o Encouraging soldiers to learn and grow</li> <li>o Responsible for good, bad, right &amp; wrong</li> </ul> <table border="0"> <tr> <td><b>EXCELLENCE</b> <i>(Exceeds std)</i></td> <td><b>SUCCESS</b> <i>(Meets std)</i></td> <td colspan="2"><b>NEEDS IMPROVEMENT</b> <i>(Some) (Much)</i></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<b>EXCELLENCE</b> <i>(Exceeds std)</i>	<b>SUCCESS</b> <i>(Meets std)</i>	<b>NEEDS IMPROVEMENT</b> <i>(Some) (Much)</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>EXCELLENCE</b> <i>(Exceeds std)</i>	<b>SUCCESS</b> <i>(Meets std)</i>	<b>NEEDS IMPROVEMENT</b> <i>(Some) (Much)</i>							
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						



# PART V:

## OVERALL PERFORMANCE/POTENTIAL

### PART V - OVERALL PERFORMANCE AND POTENTIAL

a. RATER. Overall potential for promotion and/or positions of greater responsibility.

service in

AMONG THE  
BEST

FULLY  
CAPABLE

MARGINAL

☐☐☐

b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.

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e. SENIOR RATER BULLET COMMENTS

c. SENIOR RATER. Overall performance

1	2	3	4	5

Successful

Fair

Poor

d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.

1	2	3	4	5

Superior

Fair

Poor



# ADMINISTRATIVE ISSUES

YYMMDD

+ NOOEVALUATION REPORT						SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.		+			
PART I - ADMINISTRATIVE DATA											
a. NAME (Last, First, Middle Initial) GETOVA, HERE U.				b. SSN 911-91-1911		c. RANK SFC		d. DATE OF RANK 980501		e. PWDSC 75H4P	
f. UNIT, CRG, STATION, ZIP CODE OR APO MAJOR COMMAND AFNORTH BATTALION, U.S. ARMY, NATO, APO AE 09703 (USANATO)								g. REASON FOR SUBMISSION 03 CHANGE OF RATER			
h. PERIOD COVERED		i. RATED MONTHS 8	j. NON RATED CODES	k. NO. OF ENCL.	l. RATED NCO COPY (Check one and Date)		m. PSC Initials	n. CVD CODE J1	o. PSB CODE EU35		
FROM	THRU				1. Given to NCO	Date					
YYYY MM 2001 03	YYYY MM 2001 10									2 Forwarded to NCO	

UNIT  
SPECIFIC



Report code: 2  
Type of report: Annual

Report code: 3  
Type of report: Change of Rater

Report code: 4  
Type of report: Complete the Record

Report code: 5  
Type of report: Relief for Cause

Report code: 7  
Type of report: 60-day Rater Option

Report code: 8  
Type of report: Senior Rater Option

+ NOOEVALUATION REPORT				SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.		+	
For use of this form see AR 623-205, the personnel manual, GDCS PER							
b. NAME (Last, First, Middle Initial)						c. RANK	
f. UNIT, CRG, STATION, ZIP CODE OR APO, MAJOR COMMAND						d. DATE OF RANK	
h. PERIOD COVERED						e. PMSDC	
FROM						980501	
YYYY MM						75H4P	
g. REASON FOR SUBMISSION							
2 Forwarded to NCO						JI EU35	

**Reason code: A**  
**Definition:** AWOL/desertion

**Reason code: B**  
**Definition:** Break in active enlisted service of 12 months or less

**Reason code: C**  
**Definition:** Confinement in a military or civilian detention facility...

**Reason code: D**  
**Definition:** Temporary disability retirement list (TDRL) status

**Reason code: M**  
**Definition:** Missing in action.

**Reason code: P**  
**Definition:** Patient (including convalescent leave).

**Reason code: Q**  
**Definition:** Lack of rater qualification.

**Reason code: R**  
**Definition:** New Recruiter Program

**Reason code: S**  
**Definition:** Student at a military service/civilian school, TDY or SD

**Reason code: W**  
**Definition:** Prisoner of war.

**Reason code: X**  
**Definition:** Inactive National Guard or Standby Reserve (Inactive List).

**Reason code: Z**  
**Definition:** None of the above (see AR 623-205, para 3-7c).

**Reason code: I**  
**Definition:** In transit between duty stations, including leave, and TDY

#### ATION REPORT

05; the proponent agency is CDCSPER.

#### PART I - ADMINISTRATIVE DATA

b. SSN

c. RAN

h. PERIOD COVERED

FROM

THRU

YYYY MM

YYYY MM

i. RATED

MONTH

j. NON  
RATED  
CODES

k. NO. OF  
ENCL

l. RATED NCO COPY (Check one and

1. Given to NCO

2. Forwarded to NCO



# PART II:

## PART II - AUTHENTICATION

a. NAME OF RATER (Last, First, Middle Initial) EYESAID, DROP U.		SSN 101-82-7575	SIGNATURE
RANK, PMOS/BRANCH, ORGANIZATION, DUTY ASSIGNMENT MSG, 75H5V, AFNORTH BN, U.S. ARMY, NATO, APO AE 09703, REGISTRY NCOIC			DATE
b. NAME OF SENIOR RATER (Last, First, Middle Initial) UTALKIN, TOM E.		SSN 593-85-8473	SIGNATURE
RANK, PMOS/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, AG, AFNORTH BN, U.S. ARMY, NATO, APO AE 09703, CHIEF, ADMINISTRATIVE SUPPORT			DATE
c. RATER/NCO I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the AFPT and highly weighted points in Part IV are correct. I have seen the report completed through Part V, except Parts II and III. I am aware of the appeals process of AR 623-205.		SIGNATURE	DATE
d. NAME OF REVIEWER (Last, First, Middle Initial) INEVERGO, HOM E.		SSN 123-45-6789	SIGNATURE
RANK, PMOS/BRANCH, ORGANIZATION, DUTY ASSIGNMENT MAJ, AG, AFNORTH BN, U.S. ARMY, NATO, APO AE 09703, EXECUTIVE OFFICER			DATE
e. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS		<input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)	

As per AR 623-205, "reports will be dated by the rating official and rated NCO when signed prior to forwarding to the PAC and/or PSC."





# PART III:

## PART III - DUTY DESCRIPTION *(Rater)*

a. PRINCIPAL DUTY TITLE

ADMINISTRATIVE ASSISTANT

b. DUTY MOSC

75H40

c. DAILY DUTIES AND SCOPE *(To include, as appropriate, people, equipment, facilities and dollars)*

This portion should address the most important routine duties and responsibilities. Ideally, this should include the number of people supervised, equipment, facilities, and dollars involved and any other routine duties and responsibilities critical to mission accomplishment.

d. AREAS OF SPECIAL EMPHASIS Allied Action 01 deployment; job description updates; Miner's Rest budget support; CINCNORTH Commendation Ceremony;

RATER: bob.jones@ S/R: ace@af.mil REV: jennifer.smith@

YYMMDD

e. APPOINTED DUTIES Division Security Officer; Unit Alcohol and Drug Coordinator; Unit Tax Advisor

f. COUNSELING DATES

INITIAL

010315

LATER

010607

LATER

010912

LATER

011017

d. AREAS OF SPECIAL EMPHASIS

RATER: bob.jones@ S/R: ace@af.mil REV: jennifer.smith@



# CLARIFICATION (cont.)

- Daily Duties and Scope
  - ✓ Addresses the most important routine duties and responsibilities and should include:
    - # of people supervised
    - Amount of equipment, facilities, and \$\$ involved
    - Routine duties and responsibilities critical to mission accomplishment
  - ✓ Is not “LOCKED IN”
    - Duties may change in response to mission
    - Principle Duty Title is NOT tied to TDA/TOE document



# CLARIFICATION

- Areas of Special Emphasis
  - ✓ Most likely to change during the rating period
  - ✓ At end of rating period, most important tasks should be listed as an Area of Special Emphasis
    - Tasks listed in Area of Special Emphasis should be reflected in Rater bullet comments
  - ✓ Final line must show rater, senior rater and reviewer email addresses
    - If email account is on the us.army.mil server, address will reflect: "firstname.lastname@"
    - All other emails will reflect: "username@hostserver"



# CLARIFICATION (cont.)

- Appointed Duties
  - ✓ Includes those duties that are appointed and are not normally associated with the duty description
- Counseling Dates
  - ✓ 6 digit counseling date: 001115 (YYMMDD)



# PART IV

RATED NCO'S NAME (Last, First, Middle Initial) + GETOVA, HERE U.		SSN 911-91-1911	THRU DATE 200110 +
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b> <i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</i>			
<b>b. COMPETENCE</b> <ul style="list-style-type: none"> <li>o Duty proficiency; MOS competency</li> <li>o Technical &amp; tactical; knowledge, skills, and abilities</li> <li>o Sound judgment</li> <li>o Seeking self-improvement; always learning</li> <li>o Accomplishing tasks to the fullest capacity;</li> </ul> <p style="text-align: center;">committed to excellence</p> <div style="display: flex; justify-content: space-around;"> <div> <b>EXCELLENCE</b>  <i>(Exceeds std)</i>  <input type="checkbox"/> </div> <div> <b>SUCCESS</b>  <i>(Meets std)</i>  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b>  <i>(Some)</i>  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b>  <i>(Much)</i>  <input type="checkbox"/> </div> </div>			
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> <ul style="list-style-type: none"> <li>o Mental and physical toughness</li> <li>o Endurance and stamina to go the distance</li> <li>o Displaying confidence and enthusiasm;</li> </ul> <p style="text-align: center;">looks like a soldier</p> <div style="display: flex; justify-content: space-around;"> <div> <b>EXCELLENCE</b>  <i>(Exceeds std)</i>  <input type="checkbox"/> </div> <div> <b>SUCCESS</b>  <i>(Meets std)</i>  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b>  <i>(Some)</i>  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b>  <i>(Much)</i>  <input type="checkbox"/> </div> </div>		<b>APFT</b> FAIL 0104	<b>HEIGHT/WEIGHT</b>

The rater will explain an APFT entry of "FAIL" or "PROFILE."  
 Comments on "FAIL" entries will address reasons for failure and note any progress toward meeting physical fitness standards (AR 350-15).



# PART IV

RATED NCO'S NAME (Last, First, Middle Initial) + GETOVA, HERE U.		SSN 911-91-1911	THRU DATE 200110 +
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b> <i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</i>			
<b>b. COMPETENCE</b> <ul style="list-style-type: none"> <li>o Duty proficiency; MOS competency</li> <li>o Technical &amp; tactical; knowledge, skills, and abilities</li> <li>o Sound judgment</li> <li>o Seeking self-improvement; always learning</li> <li>o Accomplishing tasks to the fullest capacity;</li> </ul> <p>committed to excellence</p> <p><b>EXCELLENCE</b> (Exceeds std) <b>SUCCESS</b> (Meets std) <b>NEEDS IMPROVEMENT</b> (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>			
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> <ul style="list-style-type: none"> <li>o Mental and physical toughness</li> <li>o Endurance and stamina to go the distance</li> <li>o Displaying confidence and enthusiasm;</li> </ul> <p>looks like a soldier</p> <p><b>EXCELLENCE</b> (Exceeds std) <b>SUCCESS</b> (Meets std) <b>NEEDS IMPROVEMENT</b> (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>		<b>APFT</b> PROFILE 0104	<b>HEIGHT/WEIGHT</b>

The rater will explain an APFT entry of "FAIL" or "PROFILE." Comments on "PROFILE" entries will describe the rated NCO's ability to perform assigned duties.



# PART IV

RATED NCO'S NAME (Last, First, Middle Initial) + GETOVA, HERE U.		SSN 911-91-1911	THRU DATE 200110 +
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b> <i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</i>			
<b>b. COMPETENCE</b> <ul style="list-style-type: none"> <li>o Duty proficiency; MOS competency</li> <li>o Technical &amp; tactical; knowledge, skills, and abilities</li> <li>o Sound judgment</li> <li>o Seeking self-improvement; always learning</li> <li>o Accomplishing tasks to the fullest capacity;</li> </ul> <p style="text-align: center;">committed to excellence</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <b>EXCELLENCE</b> (Exceeds std) <input type="checkbox"/> </div> <div style="text-align: center;"> <b>SUCCESS</b> (Meets std) <input type="checkbox"/> </div> <div style="text-align: center;"> <b>NEEDS IMPROVEMENT</b> (Some) <input type="checkbox"/> </div> <div style="text-align: center;"> <b>NEEDS IMPROVEMENT</b> (Much) <input type="checkbox"/> </div> </div>			
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> <ul style="list-style-type: none"> <li>o Mental and physical toughness</li> <li>o Endurance and stamina to go the distance</li> <li>o Displaying confidence and enthusiasm;</li> </ul> <p style="text-align: center;">looks like a soldier</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <b>EXCELLENCE</b> (Exceeds std) <input type="checkbox"/> </div> <div style="text-align: center;"> <b>SUCCESS</b> (Meets std) <input type="checkbox"/> </div> <div style="text-align: center;"> <b>NEEDS IMPROVEMENT</b> (Some) <input type="checkbox"/> </div> <div style="text-align: center;"> <b>NEEDS IMPROVEMENT</b> (Much) <input type="checkbox"/> </div> </div>		APFT	HEIGHT/WEIGHT

For pregnant NCOs, the entire entry is left blank.  
The rater will enter the following bullet in part IVc:  
"Exempt from weight control standards of AR 600-9."



# PART IV

RATED NCO'S NAME (Last, First, Middle Initial) + GETOVA, HERE U.		SSN 911-91-1911	THRU DATE 200110	+
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b>				
b. COMPETENCE o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence <b>EXCELLENCE</b> (Exceeds std) <b>SUCCESS</b> (Meets std) <b>NEEDS IMPROVEMENT</b> (Some) (Much) <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.		
c. PHYSICAL FITNESS & MILITARY BEARING o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier <b>EXCELLENCE</b> (Exceeds std) <b>SUCCESS</b> (Meets std) <b>NEEDS IMPROVEMENT</b> (Some) (Much) <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		APFT	HEIGHT/WEIGHT	

If the APFT has not been taken within 12 months of "THRU" date of the report the APFT data entry will be left blank.  
 The rater will explain the absence of an APFT entry in part IVc.





# PART IV

RATED NCO'S NAME (Last, First, Middle Initial) + GETOVA, HERE U.		SSN 911-91-1911	THRU DATE 200110 +
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b> <i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</i>			
<b>b. COMPETENCE</b> <ul style="list-style-type: none"> <li>o Duty proficiency; MOS competency</li> <li>o Technical &amp; tactical; knowledge, skills, and abilities</li> <li>o Sound judgment</li> <li>o Seeking self-improvement; always learning</li> <li>o Accomplishing tasks to the fullest capacity;</li> </ul> <p>committed to excellence</p> <p><b>EXCELLENCE</b> (Exceeds std) <b>SUCCESS</b> (Meets std) <b>NEEDS IMPROVEMENT</b> (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>			
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> <ul style="list-style-type: none"> <li>o Mental and physical toughness</li> <li>o Endurance and stamina to go the distance</li> <li>o Displaying confidence and enthusiasm;</li> </ul> <p>looks like a soldier</p> <p><b>EXCELLENCE</b> (Exceeds std) <b>SUCCESS</b> (Meets std) <b>NEEDS IMPROVEMENT</b> (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>		<b>APFT</b> PASS 0104	<b>HEIGHT/WEIGHT</b> 68/238 NO

The rater must comment on a "NO" entry, indicating noncompliance with the standards of AR 600-9. These comments should indicate the reason for noncompliance. Medical conditions may be cited for noncompliance, however, the "NO" entry is still required.



# PART IV

Rated NCO's email must be Included in the header block



RATED NCO'S NAME (Last, First, Middle Initial) + GETOVA, HERE U. here.getova@		SSN 911-91-1911	THRU DATE 200110	+
<b>PART IV (Rated) - VALUES/NCO RESPONSIBILITIES</b>				
<i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory.          Specific Bullet examples of "SUCCESS" are optional.</i>				
<b>b. COMPETENCE</b> <ul style="list-style-type: none"> <li>o Duty proficiency; MOS competency</li> <li>o Technical &amp; tactical; knowledge, skills, and abilities</li> <li>o Sound judgment</li> <li>o Seeking self-improvement; always learning</li> <li>o Accomplishing tasks to the fullest capacity;</li> </ul> <div style="display: flex; justify-content: space-around;"> <div>             committed to excellence  <b>EXCELLENCE</b>  <i>(Exceeds std)</i>  <input type="checkbox"/> </div> <div>             committed to excellence  <b>SUCCESS</b>  <i>(Meets std)</i>  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b>  <i>(Some)</i>  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b>  <i>(Much)</i>  <input type="checkbox"/> </div> </div>				
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> <ul style="list-style-type: none"> <li>o Mental and physical toughness</li> <li>o Endurance and stamina to go the distance</li> <li>o Displaying confidence and enthusiasm; looks like a soldier</li> </ul> <div style="display: flex; justify-content: space-around;"> <div> <b>EXCELLENCE</b>  <i>(Exceeds std)</i>  <input type="checkbox"/> </div> <div> <b>SUCCESS</b>  <i>(Meets std)</i>  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b>  <i>(Some)</i>  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b>  <i>(Much)</i>  <input type="checkbox"/> </div> </div>		APFT PASS 0104	HEIGHT/WEIGHT 72/179 YES	



# PART V: OVERALL PERFORMANCE/POTENTIAL

## PART V - OVERALL PERFORMANCE AND POTENTIAL

<p>a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <p>AMONG THE BEST      FULLY CAPABLE      MARGINAL</p> <p><input checked="" type="checkbox"/>      <input type="checkbox"/>      <input type="checkbox"/></p>		<p>e. SENIOR RATER BULLET COMMENTS</p>
<p>b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.</p> <p>First Sergeant _____</p> <p>BR/DIV NCOIC _____</p> <p>AC/RC Advisor _____</p>		
<p>c. SENIOR RATER. Overall performance</p> <p>+</p> <p><input checked="" type="checkbox"/>      <input type="checkbox"/>      <input type="checkbox"/>      <input type="checkbox"/>      <input type="checkbox"/></p> <p>1      2      3      4      5</p> <p>Successful      Fair      Poor</p>	<p>d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <p><input checked="" type="checkbox"/>      <input type="checkbox"/>      <input type="checkbox"/>      <input type="checkbox"/>      <input type="checkbox"/></p> <p>1      2      3      4      5</p> <p>Superior      Fair      Poor</p>	

# PART IV



# ARMY VALUES

- Part IVa. Specifics:
  - ✓ Comments reference Army Values
    - Moral/ethical standards
    - Commitment to responsibilities/soldiers/mission
    - Standards of professional/personal behavior
    - “Be, Know, Do”
    - Level of respect/regard for. . .
  - ✓ Comments for “NO” are mandatory
    - Address “NO” areas with qualified comments



# EXAMPLE 1

## PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS *(Rater)*

a. ARMY VALUES. Check either "YES" or "NO". *Comments are mandatory for "No" entries; optional for "Yes" entries.*

V  
A  
L  
U  
E  
S

Loyalty  
Duty  
Respect  
Selfless-Service

Honor  
Integrity  
Personal Courage

1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other soldiers.

YES

NO

X

2. DUTY: Fulfills their obligations.

X

3. RESPECT/EQIBEO: Treats people as they should be treated.

X

4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.

X

5. HONOR: Lives up to all the Army values.

X

6. INTEGRITY: Does what is right - legally and morally.

X

7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).

X

Bullet comments

o highly respected leader who embodies the moral and ethical standards embraced and promulgated by the U.S. Army

o extremely professional and mature NCO who believes in and personifies 'Be, Know, Do' and the ideals of the Noncommissioned Officer Corps



# EXAMPLE 2

## PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)

a. ARMY VALUES. Check either "YES" or "NO". <i>Comments are mandatory for "No" entries; optional for "Yes" entries.</i>		YES	NO
<div>V A L U E S</div> <div>Loyalty Duty Respect Selfless-Service</div> <div>Honor Integrity Personal Courage</div>	1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other soldiers.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2. DUTY: Fulfills their obligations.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	3. RESPECT/EQIBEO: Treats people as they should be treated.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	5. HONOR: Lives up to all the Army values.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	6. INTEGRITY: Does what is right - legally and morally.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Bullet comments: o is unable to function in other than same sex/same race working situations  o cannot be trusted to make a admirable choice when faced with difficult moral decisions  o unwilling to be forthright about mistakes or wrongdoing; quick to blame others and avoid responsibility			

DA FORM 2166-8, OCT 2001

REPLACES DA FORM 2166-7, SEP 87, WHICH IS OBSOLETE

USAPV1.01



# RATER COMMENTS

- What “they” look for:
  - ✓ Quantifiable bullets
    - Real World / Deployment performance
    - Exercise / Deployment performance
    - \$\$, #'s of equipment/personnel/etc.
    - Training performance/statistics/#'s
    - 40/40 Expert, APFT Badge, consistent 300 APFT
    - Honor Graduate, Commandant's List, Top 20%, Commendation, Awards
    - Semester hours completed, classes completed, GPA, etc.
    - Specific Characteristics
  - ✓ Strongest bullets first (top to bottom)
  - ✓ Bullets that support marking





# EXAMPLE 1

RATED NCO'S NAME (Last, First, Middle Initial) + JOHNSON, ROBERT L. robert.johnson@		SSN 123-65-7824	THRU DATE 2000 10 +
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b> <i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</i>			
<b>b. COMPETENCE</b> <ul style="list-style-type: none"> <li>o Duty proficiency; MOS competency</li> <li>o Technical &amp; tactical; knowledge, skills, and abilities</li> <li>o Sound judgment</li> <li>o Seeking self-improvement; always learning</li> <li>o Accomplishing tasks to the fullest capacity;</li> </ul> <div style="display: flex; justify-content: space-around;"> <div>             committed to excellence  <b>EXCELLENCE</b>  <i>(Exceeds std)</i>  <input checked="" type="checkbox"/> </div> <div>             SUCCESS  <i>(Meets std)</i>  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b>  <i>(Some)</i>  <input type="checkbox"/> </div> <div> <i>(Much)</i>  <input type="checkbox"/> </div> </div>		<ul style="list-style-type: none"> <li>o engineered the deployment processing database, consolidating pertinent information and directing the downrange processing of 1300 KFOR personnel in under 5 hours</li> <li>o administered a complete update of 5,600 job descriptions, updating 700 job descriptions monthly and completing the project 2 months prior to the scheduled completion date</li> <li>o processed 196 GO-level actions per month; prompt response to mission praised by Commander-In-Chief, AFNORTH</li> </ul>	
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> <ul style="list-style-type: none"> <li>o Mental and physical toughness</li> <li>o Endurance and stamina to go the distance</li> <li>o Displaying confidence and enthusiasm;</li> </ul> looks like a soldier		<b>APFT</b> PASS    0007	<b>HEIGHT/WEIGHT</b> 68/145    YES
<div style="display: flex; justify-content: space-around;"> <div> <b>EXCELLENCE</b>  <i>(Exceeds std)</i>  <input checked="" type="checkbox"/> </div> <div> <b>SUCCESS</b>  <i>(Meets std)</i>  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b>  <i>(Some)</i>  <input type="checkbox"/> </div> <div> <i>(Much)</i>  <input type="checkbox"/> </div> </div>		<ul style="list-style-type: none"> <li>o scored 300 points on APFT; improved his score by 35 points and completed the fastest run time in the company</li> <li>o initiated a remedial training program for 5 soldiers, resulting in an APFT improvement of 20 points or more per soldier; sets the example through his tenacity and dedication</li> </ul>	



# EXAMPLE 1 (cont.)

<p><b>d. LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>o Mission first</li> <li>o Genuine concern for soldiers</li> <li>o Instilling the spirit to achieve and win</li> <li>o Setting the example; Be, Know, Do</li> </ul> <p><b>EXCELLENCE</b> (Exceeds std)</p> <p><input checked="" type="checkbox"/></p> <p><b>SUCCESS</b> (Meets std)</p> <p><input type="checkbox"/></p> <p><b>NEEDS IMPROVEMENT</b> (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/></p>	<p>o assumed 1SG responsibilities for 3 weeks in the absence of the incumbent; performed duties flawlessly and ensured the seamless management of key command issues</p> <p>o dedicated over 30 hours to mentoring and preparing a soldier for the NCO of the Year Board, resulting in the soldier's selection as the Battalion NCO of the Year</p> <p>o led his section to implement a demanding service policy, resulting in a 25% reduction in actions turn around time; section recognized by the BC for most improved service section</p>
<p><b>e. TRAINING</b></p> <ul style="list-style-type: none"> <li>o Individual and team</li> <li>o Mission focused; performance oriented</li> <li>o Teaching soldiers how; common tasks, duty-related skills</li> <li>o Sharing knowledge and experience to fight, survive and win</li> </ul> <p><b>EXCELLENCE</b> (Exceeds std)</p> <p><input checked="" type="checkbox"/></p> <p><b>SUCCESS</b> (Meets std)</p> <p><input type="checkbox"/></p> <p><b>NEEDS IMPROVEMENT</b> (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/></p>	<p>o organized a Common Task Training Week for 3 units; trained 935 soldiers in 12 events with 96% of soldiers achieving first time 'GO' in all events</p> <p>o supervised a road march training program for a team of 10 soldiers, tallying over 510 training miles and completing a 50 mile team event in under 15 hours</p> <p>o successfully completed 80 hours of manpower and force management training and 40 hours of resource management training, vastly increasing his impact on the unit mission</p>
<p><b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b></p> <ul style="list-style-type: none"> <li>o Care and maintenance of equipment/facilities</li> <li>o Soldier and equipment safety</li> <li>o Conservation of supplies and funds</li> <li>o Encouraging soldiers to learn and grow</li> <li>o Responsible for good, bad, right &amp; wrong</li> </ul> <p><b>EXCELLENCE</b> (Exceeds std)</p> <p><input checked="" type="checkbox"/></p> <p><b>SUCCESS</b> (Meets std)</p> <p><input type="checkbox"/></p> <p><b>NEEDS IMPROVEMENT</b> (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/></p>	<p>o orchestrated the preparation and approval of the FY02 budget, acquired \$1.5 million in operational funds for the command</p> <p>o managed \$3,000,000 of TOP SECRET computer systems; ensuring the daily accountability of 75 TS hard drives and the safekeeping of countless of TS documents</p> <p>o coordinated an excess of 48 GO-level personnel actions per week, ensuring a 1 day turn-around and a prompt decision cycle on all actions</p>



# RATER COMMENTS

- What “they” aren’t looking for:
  - ✓ Unqualified comments/commendation
    - “Is the example that all soldiers should follow”
    - “Recognized by Bob Smith for his commitment to the company mission”
  - ✓ Volunteering
    - Excessive volunteer bullets = DO YOU WORK?
    - Volunteer “OK” in small amounts/unit benefit
  - ✓ APFT “extracurricular sports”
    - If no reference to 270 and above = DO YOU PT?
  - ✓ Reference to spouse/spouse activities



# EXAMPLE 2

RATED NCO'S NAME (Last, First, Middle Initial) + JOHNSON, ROBERT L. robert.johnson@		SSN 123-65-7824	THRU DATE 2000 10 +
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b> <i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</i>			
<b>b. COMPETENCE</b> <ul style="list-style-type: none"> <li>o Duty proficiency; MOS competency</li> <li>o Technical &amp; tactical; knowledge, skills, and abilities</li> <li>o Sound judgment</li> <li>o Seeking self-improvement; always learning</li> <li>o Accomplishing tasks to the fullest capacity;</li> </ul> <div style="display: flex; justify-content: space-around;"> <div> <b>EXCELLENCE</b> (Exceeds std) <input type="checkbox"/> </div> <div> <b>SUCCESS</b> (Meets std) <input checked="" type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b> (Some) <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b> (Much) <input type="checkbox"/> </div> </div>		<ul style="list-style-type: none"> <li>o task oriented and detail minded; completes assignments to the fullest while staying focused to make sound and thoughtful decisions</li> <li>o eagerly accomplished all tasks</li> <li>o displayed high training skills and technical knowledge</li> </ul>	
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> <ul style="list-style-type: none"> <li>o Mental and physical toughness</li> <li>o Endurance and stamina to go the distance</li> <li>o Displaying confidence and enthusiasm;</li> </ul> <p>looks like a soldier</p> <div style="display: flex; justify-content: space-around;"> <div> <b>EXCELLENCE</b> (Exceeds std) <input type="checkbox"/> </div> <div> <b>SUCCESS</b> (Meets std) <input checked="" type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b> (Some) <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b> (Much) <input type="checkbox"/> </div> </div>		<b>APFT</b> PASS 0007	<b>HEIGHT/WEIGHT</b> 68/145 YES
		<ul style="list-style-type: none"> <li>o maintains his military bearing at all times</li> <li>o always prepared to go the distance; sets the standard by which excellence is measured</li> <li>o is alert, quick and responsive</li> </ul>	

This is a "good" report – but there is nothing here that distinguishes this soldier from any other soldier in the Army. What does this report say about his specific skills and attributes?



# EXAMPLE 2 (cont.)

<p><b>d. LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>o Mission first</li> <li>o Genuine concern for soldiers</li> <li>o Instilling the spirit to achieve and win</li> <li>o Setting the example; Be, Know, Do</li> </ul> <table border="0"> <tr> <td><b>EXCELLENCE</b> (Exceeds std)</td> <td><b>SUCCESS</b> (Meets std)</td> <td colspan="2"><b>NEEDS IMPROVEMENT</b> (Some) (Much)</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<b>EXCELLENCE</b> (Exceeds std)	<b>SUCCESS</b> (Meets std)	<b>NEEDS IMPROVEMENT</b> (Some) (Much)		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>o always places mission first</li> <li>o an exceptional leader, manager, and organizer; sets high standards for conduct and performance</li> <li>o outstanding leader; implemented several training programs within the company</li> </ul>
<b>EXCELLENCE</b> (Exceeds std)	<b>SUCCESS</b> (Meets std)	<b>NEEDS IMPROVEMENT</b> (Some) (Much)							
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
<p><b>e. TRAINING</b></p> <ul style="list-style-type: none"> <li>o Individual and team</li> <li>o Mission focused; performance oriented</li> <li>o Teaching soldiers how; common tasks, duty-related skills</li> <li>o Sharing knowledge and experience to fight, survive and win</li> </ul> <table border="0"> <tr> <td><b>EXCELLENCE</b> (Exceeds std)</td> <td><b>SUCCESS</b> (Meets std)</td> <td colspan="2"><b>NEEDS IMPROVEMENT</b> (Some) (Much)</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<b>EXCELLENCE</b> (Exceeds std)	<b>SUCCESS</b> (Meets std)	<b>NEEDS IMPROVEMENT</b> (Some) (Much)		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>o excellent attention to detail brought outstanding results for training areas</li> <li>o consistently seeks ways to enhance and improve company training</li> <li>o enthusiastic, motivated, and dedicated to provide every soldier with quality training; inspires teamwork and a winning attitude</li> </ul>
<b>EXCELLENCE</b> (Exceeds std)	<b>SUCCESS</b> (Meets std)	<b>NEEDS IMPROVEMENT</b> (Some) (Much)							
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
<p><b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b></p> <ul style="list-style-type: none"> <li>o Care and maintenance of equipment/facilities</li> <li>o Soldier and equipment safety</li> <li>o Conservation of supplies and funds</li> <li>o Encouraging soldiers to learn and grow</li> <li>o Responsible for good, bad, right &amp; wrong</li> </ul> <table border="0"> <tr> <td><b>EXCELLENCE</b> (Exceeds std)</td> <td><b>SUCCESS</b> (Meets std)</td> <td colspan="2"><b>NEEDS IMPROVEMENT</b> (Some) (Much)</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<b>EXCELLENCE</b> (Exceeds std)	<b>SUCCESS</b> (Meets std)	<b>NEEDS IMPROVEMENT</b> (Some) (Much)		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>o practiced supply economy which resulted in conservation of much needed funds</li> <li>o takes responsibility for good, bad, right and wrong</li> <li>o implemented policies which significantly reduced the time of job description processing</li> </ul>
<b>EXCELLENCE</b> (Exceeds std)	<b>SUCCESS</b> (Meets std)	<b>NEEDS IMPROVEMENT</b> (Some) (Much)							
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						



# EXAMPLE 2 (cont.)

<b>In what way?</b>	o always places mission first
<b>How?</b>	o an exceptional leader, manager, and organizer; sets high standards for conduct and performance
<b>What programs?</b>	o outstanding leader; implemented several training programs within the company
<b>What results?</b>	o excellent attention to detail brought outstanding results for training areas
<b>By doing what?</b>	o consistently seeks ways to enhance and improve company training
<b>What type of training?</b>	o enthusiastic, motivated, and dedicated to provide every soldier with quality training; inspires teamwork and a winning attitude
<b>How much \$\$ saved?</b>	o practiced supply economy which resulted in conservation of much needed funds
<b>For example?</b>	o takes responsibility for good, bad, right and wrong
<b>What policies and how much of a reduction in time?</b>	o implemented policies which significantly reduced the time of job description processing



# GENERAL COMMENTS

## GOOD

“implemented policies which significantly reduced the time of job description processing”

“task oriented and detail minded; completes assignments to the fullest while staying focused to make sound and thoughtful decisions”

“outstanding leader; implemented several training programs within the company”

“Demands high standards for maintenance of military property”

“Demonstrated outstanding leadership as team chief”

## BETTER

“implemented 3 job description policies, creating a quarterly update rotation and increasing the update from 12 to 24 job descriptions per week”

“meticulous administration of the S3 database resulted in the detection of 80 data errors; his discern resulted in 3 NCOs attending key training”

“led 13 soldiers through PLDC D&C prep and land navigation training; aided 3 soldiers in achieving top 20% of class”

“managed a demanding maintenance program for 237 sensitive items; ensured no loss or damage to mission critical equipment”

“Mentored and cross trained 10 subordinates on all team equipment; all soldiers technically prepared to carry out varied team missions”



# FUTURE POSITIONS

## PART V - OVERALL PERFORMANCE AND POTENTIAL

a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.

AMONG THE  
BEST



FULLY  
CAPABLE



MARGINAL



b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.

First Sergeant

BR/DIV NCOIC

AC/RC Advisor

- What “they” look for:
  - ✓ Positions commensurate with next higher grade
  - ✓ Positions of increased responsibility/leadership positions
  - ✓ Specific MOS related positions
- Consider
  - ✓ Soldier’s desires/intentions
  - ✓ Leadership/technical advancement

The MOS career map (MOS series specific) is a source of information that illustrates the likely career progression for a particular MOS. This career map includes specific leadership jobs and job titles based on technical specialty.

(<https://www.perscom.army.mil>)



# PART V



# SR RATER COMMENTS

- What “they” look for:
  - ✓ Promotion Potential
    - Promote now/immediately?
    - Promote in secondary zone?
    - Promote ahead of peers?
    - Promote with peers?
    - Promote at first available opportunity?
    - Do not promote?
  - ✓ Potential for Advanced Schooling
    - BNCOC/ANCOC/1SG COURSE/USASMA
    - MOS Specific Course/Special Courses
    - Special Programs



# SR RATER COMMENTS

- What “they” look for:
  - ✓ Potential for Increased Responsibility
    - Leadership and Technical
    - Type of Assignment (Joint Assignment, AC/RC)
    - Specific Assignment (Recruiter, First Sergeant)
  - ✓ Specific Performance Comments
    - Rating Period SR level observations
    - Outstanding accomplishments
  - ✓ Overall Performance/Potential Comments
    - Overall perceptions
    - Comparison to peer group



# EXAMPLE 1

## PART V - OVERALL PERFORMANCE AND POTENTIAL

a. RATER. Overall potential for promotion and/or positions of greater responsibility.

AMONG THE  
BEST

FULLY  
CAPABLE

MARGINAL



b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.

First Sergeant

BR/DIV NCOIC

AC/RC Advisor

e. SENIOR RATER BULLET COMMENTS

o promote to MSG now; soldier is professionally and technically prepared for 1SG responsibilities

o send to the USASMA First Sergeants Course immediately and assign to a leadership intensive 1SG position requiring demanding communication and technical skills

o unmatched performance during a difficult KFOR rotation; his meticulous attention to detail led to the seamless processing of a reinforced battalion in under 5 hours

o the most mature, driven NCO I've served with in 15 years of service; his leadership attributes far exceed that of his peer group

c. SENIOR RATER. Overall performance



1

2

3

Successful

4

Fair

5

Poor

d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.



1

2

3

Superior

4

Fair

5

Poor



# SR RATER COMMENTS

- What “they” aren’t looking for:

- ✓ Unqualified Comments

- “should be the next Sergeant Major of the Army”  
(comment by a 2LT on a SFC)
    - “This NCO is CSM material”  
(comments by a SSG on a SGT)

- ✓ Generic Comments

- “lives the Army Values”
    - “best of the best”
    - “embodies the word HOOAH”



# EXAMPLE 2

## PART V - OVERALL PERFORMANCE AND POTENTIAL

a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.

AMONG THE BEST FULLY CAPABLE MARGINAL



b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.

First Sergeant

BR/DIV NCOIC

AC/RC Advisor

e. SENIOR RATER BULLET COMMENTS

o a dedicated soldier; always goes the distance

o lives the Army Values

o maintains a super supply shop; always has the right supplies when I need them

c. SENIOR RATER. Overall performance



1 2 3 4 5  
Successful Fair Poor

d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.



1 2 3 4 5  
Superior Fair Poor

DA FORM 2166-8, OCT 2001

USAPAV1.01



# EXAMPLE 2

## PART V - OVERALL PERFORMANCE AND POTENTIAL

### e. SENIOR RATER BULLET COMMENTS

- o a dedicated soldier; always goes the distance
- o lives the Army Values
- o maintains a super supply shop; always has the right supplies when I need them



3 Fair 5 Poor

d. SENIOR RATER: Overall potential for promotion and/or service in positions of greater responsibility.



1 Superior 3 Fair 5 Poor

NO comment on promotion potential

NO comment on schools/special opportunities

NO comments or direction on future positions

Comments are generic and unqualified

USAPAV1.01



# GENERAL COMMENTS

## GOOD

“promote now”
“send to ANCOC”
“would best serve in positions of increased responsibility”
“best of the best, a truly fine leader”
“lives the Army Values”

## BETTER

“promote to SFC in the secondary zone and groom for promotion to MSG”
“promote to SSG now and send to BNCOB immediately; an ideal nominee for Officer Candidate School”
“assign as CSM at flag level; deserving of a leadership intensive position requiring demanding tactical and technical skills”
“the finest NCO I’ve served with in 30 years of service; a bona fide leader and mentor”
“recommend for EO Advisor as his experience, sound judgment, and character would definitely benefit the Army EO Program”



**FINAL THOUGHTS**



# COUNSELING

- Why do it?
  - ✓ Take Care of Soldiers (#1 REASON)
  - ✓ Educate Future Leaders
    - If you don't do it, will they?
  - ✓ Complete Record of Performance
    - Comprehensive performance snapshot of your soldier(s)
    - Refrain from asking "So, uh – what did you do this period?"
  - ✓ Maintain Rater Integrity
    - Can you write excellent/needs improvement report without justification?
  - ✓ Develop Soldier Skills/Technical Skills
    - Remedial Counseling, Achievement Counseling
    - Verbal Counseling (MFR for your records)

The information in this briefing was formulated based on guidelines from AR 623-205, Noncommissioned Officer Evaluation Reporting System, collected input from a number of personnel technicians, and professional experience in employing the NCOER System.

The content of this briefing is aimed at assisting in the completion of the administrative portion of DA Form 2166-8 and providing guidance on the completion of PART IV and V of DA Form 2166-8.

This briefing is intended as a guideline for your personal use and is by no means the “approved solution” as endorsed by the proponent agency for AR 623-205, The Department of the Army Office of the Deputy Chief of Staff for Personnel.

Questions and comments in reference to this briefing may be addressed to CPT A. P. Siegenthaler, [amy.siegenthaler@us.army.mil](mailto:amy.siegenthaler@us.army.mil)



**The following pages are intended to provide an example of solid bullet comments found on previously submitted NCOERs. The comments are broken into their specific sections, as per DA Form 2166-8. Not every bullet connotes an excellence block nor is every bullet a “100% solution.”**



#### **PART IVa. ARMY VALUES:**

- o competent and professional NCO who continues to exhibit his loyalty through his dedication to the mission and his soldiers
- o esteemed by peers, superiors, and subordinates; an NCO known for his candor and integrity
- o knowledgeable, dedicated noncommissioned officer who characterizes professionalism in all aspects of leadership
- o morally strong, level-headed, and caring leader who elicits the utmost respect from subordinates, peers, and superiors
- o selfless, unswerving, and highly respected leader who embodies the moral and ethical standards embraced and promulgated by the U.S. Army
- o dedicated soldier willing to place the mission above personal needs, his work ethic and maturity are unsurpassed
- o intelligent, knowledgeable and extremely seasoned noncommissioned officer who characterizes professionalism in all aspects of leadership
- o extremely professional and mature NCO who believes in and personifies 'Be, Know, Do' and the ideals of the Noncommissioned Officer Corps



#### **PART IVb. COMPETENCE:**

- o directly impacted the rapid installation and employment of 400 workstations for utilization within the HQ
- o personally serviced over 60 systems per quarter; ensured a one day turn around on all service calls answered
- o engineered the deployment processing database, consolidating pertinent information and directing the downrange processing of 1300 KFOR personnel in under 5 hours
- o administered a complete update of 5,600 job descriptions, updating 700 job descriptions monthly and completing the project 2 months prior to the scheduled completion date
- o completed 60 courier runs per quarter without compromise; responsibly handled all classified mail leaving the HQ by courier
- o coordinated and supervised the installation of 60 computers valued at over \$75,000 within the static war HQ in support of exercises
- o processed 196 CSA-level actions per month; prompt response to mission lauded by Joint Staff & command
- o specially selected by Fiscal Officer to complete advanced NATO Automated Financial System course; praised for his technical proficiency
- o successfully completed 6 Masters Degree Level courses; maintains a 3.83 cumulative GPA
- o exhibits an expansive breadth of personnel knowledge for both Army and sister services; I rely upon his sound advice and decisions daily
- o coordinated and supervised the contracted upgrade of 8 circuits from 4-wire to HDSL, directly impacting the HQ communications capability
- o directly effected the NATO Exercise program by supervising the flawless installation of 3 digital data circuits for repeated exercise use
- o earned a 3.5 GPA over six semester hours of correspondence course, bringing to a close a total of 98 hours of successful course work
- o flawlessly processed a total of 11,000 purchase orders, payment vouchers, and collection vouchers valued at over \$24 million
- o expertly managed over \$29 million in fund commitments through coordination with 13 fund managers across the Northern Region



**PART IVc. PHYSICAL FITNESS / MILITARY BEARING:**

- o consistently scores 300 points on APFT; model for soldiers by maintaining a vigorous fitness program and 270 unit APFT average
- o challenged his physical threshold by undertaking a 6-day, 420 mile bicycle trek and completing a 50 mile road march in under 16 hours
- o participates in all optional BN physical training events; dedicated to personal improvement outside of duty hours
- o consistently scores 270 or above on APFT
- o continually volunteers to lead company physical fitness training; strives to provide diverse, effective and motivating fitness sessions
- o scored 300 points on APFT; improved his score by 35 points and completed the fastest run time in the company
- o initiated a remedial training program for 5 soldiers, resulting in an APFT improvement of 20 points or more per soldier; sets the example through his tenacity and dedication
- o received APFT Badge; earned 300 points on APFT
- o consistently scores above 290 on APFT
- o one of five soldiers in AFNORTH Battalion to both score 300 on APFT and qualify expert in Rifle Marksmanship



#### **PART IVd. LEADERSHIP:**

- o assumed 1SG responsibilities for 3 weeks in the absence of the incumbent; performed duties flawlessly and ensured the seamless management of key command issues
- o dedicated over 30 hours to mentoring and preparing a soldier for the NCO of the Year Board, resulting in the soldier's selection as the Battalion NCO of the Year
- o led his section to implement a demanding service policy, resulting in a 25% reduction in actions turn around time; section recognized by the BC for most improved service section
- o mentored a junior soldier in preparation for the BN soldier of the quarter board resulting in the soldier prevailing over 3 others
- o exercised peer leadership within the section by actively working with 10 fellow administrators to ensure all requests were covered quickly
- o ensured immediate response to pertinent company information by updating the platoon weekly with a key information bulletin
- o assumed O5 commander responsibilities for 3 months in absence of incumbent while adeptly fulfilling the obligations of his assigned post
- o arranged 30+ flag officer/ambassador level ceremonies to include two highly commendable retirement ceremonies
- o displays superior leadership and support acting as the senior enlisted administrative liaison for 148 military and 18 civilian personnel
- o flawlessly united and trained a 10 member multinational contingent to perform technically flawless and timely installations without incident
- o directly impacted the career progression of a junior soldier by mentoring his development; aided soldier's growth from SPC to SSG
- o handpicked by U.S. Liaison as NCOIC responsible for leading Tri- Service Color Guard through 5 high profile international ceremonies
- o personal dedication to platoon readiness resulted 100% of the platoon being trained and qualified in all mandatory U.S. Army requirements
- o dedicated countless hours to mentoring and preparing a fellow NCO, resulting in the soldier's selection as AFNORTH NCO of the quarter
- o lauded by CG for outstanding representation of the U.S. Army during the Margraten Memorial Ceremony, a highly visible international event
- o achieved Commandant's List recognition at the Primary Leadership Development Course





#### **PART IVe. TRAINING:**

- o directly supported a mock promotion board for 2 junior NCOs which resulted in the recommendation for promotion of both soldiers
- o organized a Common Task Training Week for 3 units; trained 935 soldiers in 12 events with 96% of soldiers achieving first time 'GO' in all events
- o supervised a road march training program for a team of 10 soldiers, tallying over 510 training miles and completing a 50 mile team event in under 15 hours
- o successfully completed 80 hours of manpower and force management training and 40 hours of resource management training, vastly increasing his impact on the unit mission
- o successfully trained a team of soldiers to complete a 4-day, 86 mile road march in commemoration of the Battle of Bastogne
- o developed Joint Service member/NCO board for the command resulting in personnel achieving both Soldier and NCO of the Year
- o cross trained 6 members of the admin pool in DoD personnel regs to develop staff skills and ensure excellent support for joint personnel
- o effectively trained 10 international counterparts on all COMSEC equipment resulting in a 25% improvement in installation timeliness
- o trained and supervised 77 soldiers in Common Task Training resulting in a 100% first time GO on all tasks for all soldiers
- o performed a successful mock promotion board for 2 junior NCOs, resulting in board success and promotable status for both soldiers
- o hand picked by the battalion to conduct 4 Common Military Task training sessions, leading Army Values training for 120 soldiers
- o awarded 80 military education points for Correspondence Course completion, earning an overall grade point average of 3.4 on a 4.0 scale
- o successfully completed 80 hours of advanced financial training to enhance technical skills and increase his contribution to the success of J8
- o scored 39 out of 40 achieving 'Expert' on M16 weapons qualification
- o represents the U.S. by participating as a member in the International Marching Team for 2 years, tallying over 550 miles per season
- o constantly cross trains in SMR/courier areas; participates in 9 hours of courier security and force protection training per quarter



#### **PART IVf. RESPONSIBILITY / ACCOUNTABILITY:**

- o performed maintenance on over \$1,000,000 of computer systems with no damage to the systems or loss of specialized equipment
- o selected by the 1SG from a pool of 11 NCOs to perform as the platoon sergeant for 34 senior officers and NCOs
- o instituted a needed process to review all awards and evaluations submissions for the platoon to ensure a 100% acceptance rate
- o orchestrated the preparation and approval of the FY02 budget, acquired \$1.5 million in operational funds for the command
- o managed \$3,000,000 of TOP SECRET computer systems; ensuring the daily accountability of 75 TS hard drives and the safekeeping of countless of TS documents
- o coordinated an excess of 48 GO-level personnel actions per week, ensuring a 1 day turnaround and a prompt decision cycle on all actions
- o expertly managed \$3,000,000 of integrated digital communications equipment with no loss, damage, or accounting deficiencies
- o commitment to unparalleled communication service resulted in 99% operational 'up time' for 300 communications circuits this quarter
- o continuously audits/endorses expenditures from the \$1.3 million Command Operation Budget to ensure appropriate budget utilization
- o coordinates an excess of 48 personnel actions per week at DoD level ensuring timely turn arounds and a prompt decision cycle on actions
- o orchestrated the preparation and approval of the FY03 budget, acquired \$1.5 million in operational funds for the command
- o administered a procedurally irrefutable urinalysis test to 75 soldiers, personally ensuring that standard of testing was beyond reproach
- o seamlessly directed the installation and initial operation of 11 NATO Automated Financial System work stations valued at over \$8500.00
- o created a maintenance program for 4 specialized courier vehicles valued at over \$100,000; ensures maintenance program is followed
- o successfully drove over 20 hours per week, a total of over 720 road hours per year, with no safety incidents or traffic violations
- o responsibly transported classified material to both strategic and subordinate commands with 100% accountability for all material
- o ensured precise daily PERSTEMPO reporting to the battalion by expertly accounting for 39 officers and NCOs assigned in NATO billets
- o maintained 100% accountability of \$93,600.00 in Automatic Data Processing equipment as the J2 Terminal Area Security Officer



## **PART V. SENIOR RATER BULLETS / COMMENTS:**

- o promote to SFC and send to ANCOC at first available opportunity
- o assign to technically demanding automation positions that require an in depth skill base; groom for increased leadership responsibility
- o lauded for his grasp of advanced automation skills during BNCOC; graduated in the top 20% of his class
- o promote immediately and assign as a Command Sergeant Major now
- o assign as CSM at flag level; deserving of a leadership intensive position requiring demanding communication and technical skills
- o the finest NCO I've served with in 30 years of service; a bona fide leader and mentor
- o commendable academic achievement; maintains a 3.8 cumulative GPA and Dean's List status in Masters level studies
- o promote to SSG now and groom for promotion to SFC at first available opportunity
- o assign to the most demanding communications positions; his proven leadership abilities and technical skills warrant the challenge
- o one of the finest junior NCOs I've worked with; would be an ideal candidate for the Warrant Officer Accession Program
- o capable of handling the most demanding positions; a future First Sergeant, his leadership potential and technical abilities are boundless
- o assign to Recruiting duty; this NCO has the proven ability to work with and understand people of all nationalities, abilities, and walks of life
- o send to the SSG board immediately and promote to SSG
- o groom for leadership position as the NCOIC of Community or BSB Motor Pool
- o promote to MSG now; soldier is professionally and technically prepared for 1SG responsibilities
- o send to the USASMA First Sergeants Course immediately and assign to a leadership intensive 1SG position requiring demanding tactical and technical abilities
- o unmatched performance during a difficult KFOR rotation; his meticulous attention to detail led to the seamless processing of a reinforced battalion in under 5 hours
- o the most mature, driven NCO I've served with in 15 years of service; his leadership attributes far exceed that of his peer group

Questions and comments in reference to this briefing may be addressed to  
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